ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FY 80 Goals Program

FROM:		EXTENSION	NO.
Chief, Management Staff, DDA 7D18 HQS			DD/A 80-0069/2 — 25X1
			DATE 15 FEB 1980 — 25X1

— 25X1

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Director of Logistics	1 9 FEB 1980			Attached are the final agenda and progress reports for use during the goals review on 21 February. Unless the schedule changes the session will be held in the DCI Conference Room beginning at 3:00 p.m. Please note in reviewing the agenda that the order of presentation used in the dry run has changed. If I can answer any last minute questions, please don't hesitate to call.
2.				
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8.				Attachments: A/S
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FORM 610 USE PREVIOUS EDITIONS
1-79

SECRET

DD/A 80-0069/2

14 FEB 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Don I. Wortman
                 Deputy Director for Administration

SUBJECT: FY-80 Goals Program

REFERENCE: Your multi-adse memo dtd 8 Jan 80,
                 same subject (ER 80-6036)

        Attached are the agenda and progress reports for our

21 February 1980 second quarter review of the FY 1980 Goals

Program.

                    /s/ Don Wortman

                    Don I. Wortman

Attachments:
   A. Agenda
   B. Goals Progress Reports

Distribution:
   Orig & 1 - DDCI w/atts
          1 - SA/DDCI   w/atts   25X1
          1 - ER w/atts

UNCLASSIFIED WHEN SEPARATED
FROM ATTACHMENTS

CIA GOALS PROGRAM

DIRECTORATE OF ADMINISTRATION

21 FEBRUARY 1980

AGENDA

Acquire [   ] square feet of leased space   James H. McDonald   25X1
                                                                    Director of Logistics

Strengthen the Office of Training Agency-wide
Policy Coordination Role:

    -- Increase acquisition and maintenance
       of foreign language skills of Agency   Donald E. Smith
       employees   Director of Training

    -- Include a specified management
       training segment in the Senior   Donald E. Smith
       Seminar and Midcareer Courses   Director of Training

Provide timely and responsive support and coordi-   Bruce T. Johnson
nation for the accelerated CRAFT concept   Director of Data Processing

Assist in the implementation of the APEX system
                                                            [   ] 25X1
                                                            Acting Director of Security 25X1

                                                            [   ] 25X1
                                                            Director of Communications

                                                                    Don I. Wortman
                                                                Deputy Director for
                                                                    Administration

                                                                Edward L. Sherman
                                                                Director of Finance

Develop and Implement an Agency Alcohol Program   Charles A. Bohrer, M.D.
                                                        Director of Medical Services

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     While the following goals are not being briefed, progress reports
have been submitted for review:

Improve Career Service Personnel Planning

    -- Implement NAPA personnel management reforms

    -- Develop and implement an FY-80 DDA Affirmative Action Plan
       and Equal Opportunity Plan

Oversee completion of the efforts of the Information Handling Task Force

Work with DDO and DDS&T on assessing administrative problems of our employees
overseas and in the domestic field and develop policies to address those problems

[   ] 25X1

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: To acquire [   ] square feet of leased space   25X1

Presenter: James H. McDonald
                   Director of Logistics

Milestones: 1 December 1975 - DCI approved request to acquire an
                   additional [   ] sq. ft. of office space.   25X1

                   12 December 1975 - Agency forwarded request for space
                   to GSA.

                   9 March 1979 - Administrator of GSA informed DCI that
                   GSA will proceed to acquire space.

Progress to Date: 20 March 1979 - DDCI approved consolidation of OSO and
                   OD&E in the new leased building and that Office of Security
                   be relocated and consolidated in [   ] Building.   25X1

                   13 December 1979 - Following GSA formal public solicita-
                   tions, competitive bidding, and negotiations with
                   responsive lessors, GSA identified successful bidder
                   and delegated leasing authority to the Agency. On the
                   above date, the Agency signed a letter of intent to
                   enter into a lease for an [   ] sq. ft. building if   25X1
                   the facility was constructed and ready for occupancy
                   within 18 months.

                   27 December 1979 to 27 March 1980 - Ongoing coordination
                   with Agency components and Lessor's architect to coordi-
                   nate requirements and prepare Agency design for submission
                   to the Lessor.

Issues and Problems: Component projections indicate significant increases in
                   personnel levels and space requirements beyond those of
                   record at time of DDCI approval. Decision required to
                   determine which DDS&T components must remain in other
                   external buildings.

                   Fiscal year funding requests for the new building are
                   being summarized and identified by OL, OC, OS, and ODP.
                   Such funding requests include yet to be approved unfunded
                   FY-80 requirements, FY-81, and FY-82 funding. OL require-   25X1
                   ments include [   ]
                   [   ] 25X1
                   funding summaries are in process. Funding approvals are
                   necessary.

                                                                               25X1

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal:	Increase the acquisition and maintenance of foreign language skills of Agency employees.
Presenter:	Donald E. Smith Director of Training
Milestones:	1 Oct 1979 - Initiate New Language Incentive Program throughout CIA.
	Review and refine Unit Language Requirements (ULRs) by directorate.
	LDC assumes responsibility for reporting to DTR on the program.
	1 Feb 1980 - LDC report for FY 1979 provides current status and comparison of employees enrolled in language training during the past three years.
	1 Jul 1980 - Report on comparison of awards made under the new program with those made in each of three prior years.
	1 Jul 1980 - Prepare a fiscal year estimate of costs for maintenance awards.
	1 Jul 1980 - Complete development of Recorded Oral Proficiency Examinations (ROPE) in 14 foreign languages.
	Quarterly plus two weeks - Report on Language Use Awards (LUAs).
Progress to Date:	All four directorates have reviewed and refined individual ULRs; NFAC awards in abeyance pending new review scheduled for completion in February 1980.
	Seven languages have been written and recorded under ROPE. Seven others are in progress.
	Part-time training sharply increased following implementation of the incentive program. DDO and NFAC show increases of 69 and 85 percent respectively.
	Full-time training, current and projected, shows no change as compared with FY 1979.
	First quarter FY 1980 - ⬚ Language Use Awards in effect 25X1 at a total cost in FY 1980 of ⬚ If estimated 25X1 38 percent fulfillment rate of the ⬚ is reached, 25X1 yearly cost would be ⬚ 25X1
Issues and Problems:	Comptroller has been requested to clarify funding of LUAs. NFAC to complete review of LUAs, using stringent criterion.

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal:	Include a specified management training segment in the CIA Senior Seminar and Midcareer Courses.
Presenter:	Donald E. Smith Director of Training
Milestones:	1 Nov 1979 - Increase management training in Nov/Dec Midcareer Course to one full week.

31 Dec 1979 - Evaluate the above and modify for the next Midcareer class.

15 Jan 1980 - Develop a program on leadership and management theory for the January Midcareer Course.

1 Feb 1980 - Negotiate with the American Management Association to put on a one-week management training segment in the March running.

15 May 1980 - Evaluate prior management training segments presented in the last three Midcareer Courses.

15 Dec 1979 - Evaluate the existing management training segment in Senior Seminar for additions or modifications.

15 Apr 1980 - Present the revised package to the 1980 spring running of the Senior Seminar.

Progress to Date: Nov/Dec 1979: Presented a one-week running of management training in the Nov/Dec Midcareer Course that stressed integration of management training into the overall program.

Jan 1980 - A one-week program in leadership and management theory was introduced in the Jan/Feb Midcareer Course.

Feb 1980 - The contract with the AMA has been negotiated.

A review has been conducted of the first week of management training in the last Senior Seminar. We will incorporate much of this in the next running with increased emphasis on management and organizational theory.

Issues and Problems: To do the above, it will be necessary to modify other coverage in order to permit the attention noted here. Although a model will be developed for each course, the application will change from one running to another to adjust to changing resources and requirements, and to permit continuing experiment with subjects and techniques.

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GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal:

Provide timely and responsive support and coordination for the accelerated design, development, and implementation schedule for the CRAFT concept.   25X1

Presenter:

Bruce T. Johnson
Director of Data Processing   25X1

Milestone:

Develop concept paper for policymakers that outlines the program and preliminary estimates of the resources needed to bring it into being.   25X1

Progress to Date:

7 January 1980 - The DDA noted that an accelerated effort for CRAFT would include communications and data processing DDA resource commitments.   25X1

14 January 1980 - Draft of "A Plan for Accelerating the Provision of ADP Support   was issued 25X1
by DDO.   25X1

28 January 1980 - C/IMS/DDO informed by D/ODP that DDA would provide knowledgeable officers from OS, OL, OC, and ODP on a full-time basis to work with IMS personnel to develop a concept paper which would replace the 14 January draft.   25X1

4 February 1980 - DDO/DDA CRAFT Working Group began development of an interim solution for the CRAFT Project. Target date for completion: 15 February 1980.   25X1

6 February 1980 - DDO presented a briefing on CRAFT to EXCOM, drawing upon the preliminary work of the DDO/DDA CRAFT Working Group. The DDCI tasked the Comptroller to evaluate the proposal, its funding needs, and to determine how best to proceed. The ADDO, ADDS&T and ADDA agreed to detail personnel with appropriate technical and managerial skills to serve on an ad hoc review team which is to be organized under the auspices of the Office of the Comptroller.   25X1

Issues and Problems:

Awaiting the first report of the CRAFT Working Group mentioned above and its review by the Comptroller's team before the initial issues and problems are identified   25X1

25X1

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: Assist in the implementation of the President's
                        decision concerning the APEX system.

Presenter: [blank]   25X1
                        Acting Director of Security

Milestones: 7 Jan 80 - President approved the establishment of the
                        APEX Special Access Control System. The DCI has been
                        designated the Executive Agent for implementation and
                        operation of the APEX system.

                        10 Jan 80 - The DCI established two implementing
                        mechanisms: (1) A Special Assistant to the DCI for
                        Compartmentation, and (2) An APEX Steering Group, with
                        representatives from participating departments and
                        agencies.

                        14 Jan 80 - DCI appointed [blank] as   25X1
                        Special Assistant to DCI for Compartmentation with
                        [blank] as his Deputy.   25X1

Progress to Date: 28 Jan 80 - The Director of Security appointed the
                        Chief, Special Security Center (SSC) as the Office's
                        representative to the APEX Steering Group.

                        30 Jan 80 - SA/DCI chaired initial meeting on the
                        4C System, the computerized central access record of
                        APEX approvals. C/SSC was assigned responsibility for
                        4C requirements. An ODP representative was given
                        engineering responsibility and an OC representative,
                        communications and COMSEC support.

                        8 Feb 80 - A budget rationale has been completed to
                        defend the [blank] allocated for the 4C System.   25X1
                        These monies are in the RMS budget.

Issues and Problems: 25X1

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GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: To develop and implement an Agency Alcohol Program.

Presenter: Charles A. Bohrer, M.D.
                         Director of Medical Services

Milestones: 1. Complete development of program guidelines in
                            October 1979.

                         2. Launch overseas alcoholism education program
                            in January 1980.

                         3. Complete development of program brochure for
                            employees in June 1980.

                         4. Obtain three position authorizations and hiring
                            approvals in September 1980 to meet minimum
                            program requirements.

Progress to Date: A. Milestone 1 extended to March 1980. Draft guide-
                            lines completed; currently being reviewed by OMS.

                         B. Milestone 2 complete. On 6 February 1980,
                            [   ] began a seven-week trip to   25X1
                            [   ] overseas (EA) stations.   25X1

Issues and Problems: OMS has analyzed three possible levels of program
                         development. The first level of development provides
                         those services previously offered by the Office of
                         Personnel. The second level provides a minimum program
                         of assistance for alcohol-related problems among
                         Headquarters employees and their immediate families.
                         The third provides an optimum program for the prevention
                         and treatment of alcoholism among all CIA employees
                         and their immediate families. OMS is actively proceed-
                         ing toward an optimum program as the only means of
                         providing equal program benefits to employees regardless
                         of geographical and organizational differences.

                                                                                  25X1

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal:
Implement DCI/DDCI approved NAPA personnel management reforms in the DDA Career Service (vacancy notice systems, rotational assignments, advance planning, etc.). Revise career planning materials to be more meaningful (Directorate APP, PDP, Career Profiles, Career System Handbooks).

Presenter:
N/A

Milestones:
1 November 1979 - AWP's to be completed for all Office Heads. AWP's to include specific item on career management.

30 January 1980 - AWP's to be completed for senior personnel officers in DDA offices.

Progress to Date:
1 November 1979 - All AWP's were completed for DDA Office Heads with specific goals relating to development of career management mechanisms to ensure that qualified and experienced personnel are available to fill positions at all levels and effectively discharge responsibilities of the office.

14 January 1980 - Requested DDA Office Heads to prepare Advanced Work Plans for the Senior Personnel Officers which will define the role of the personnel officer vis-a-vis the Career Management Officer and the line supervisor. AWP to also cover four functions common to personnel specialists. Requested copy of AWP's to be sent to my office by 30 January 1980.

January 1980 - Appointed DDA/Career Management Officer to Personnel Management Advisory Board to represent me in development of new personnel policies and procedures.

7 January 1980 - Prepared Directorate response to D/PPP&M on Executive Development proposal. Awaiting EXCOM or O/PPP&M guidance regarding next step.

Problems & Issues:
We have initiated action on all approved NAPA recommendations for which Agency guidelines have been established. Further Directorate action awaits O/PPP&M instructions implementing other EXCOM approvals.

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal:

Develop and implement an FY 1980 DDA Career Service Affirmative Action Plan and Implement FY 1980 Minority Recruitment Plan.

Presenter:

N/A

Milestones:

1 October 1979 - DDA EEO Officer contacted the Director of EEO reference EEOC's reporting requirements for the newly designed Affirmative Action Plan (AAP). The Director, OEEO stated that the AAP was presently in draft form and would not be finalized until some time in December 1979 or January 1980. We continued our recruitment efforts as set forth in FY 1979. The goals we reported as 20-5-2 goals remain as firm goals.

21 January 1980 - D/EEO forwarded to the DDA a finalized copy of EEOC's AAP instructions and a schedule which represents the actions and target dates for Agency implementation of its Plan - 30 September 1980.

Progress to Date:

1 February 1980 - We identified four job categories for AAP reporting: security investigator, applications computer programmer, finance officers, telecommunications specialist.

8 February 1980 - FY 1980 AAP and recruitment plan were finalized and will be presented for DDA-ADDA review 14 February 1980.

Issues and Problems:

EEOC's inability to decide on AAP format, procedures, implementation, and reporting dates.

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal:	Oversee the timely and responsive completion of the efforts of the Information Handling Task Force.
Presenter:	N/A
Milestones:	4 August 1979 - Approval of Terms of Reference and Study Plan for the Information Handling Study by EXCOM.
	15 December 1979 - Interim progress report to EXCOM.
	15 April 80 - Presentation to EXCOM of management options for Information Handling.
	15 July 1980 - Final Report to EXCOM.
Progress to Date:	9 January 1980 - Interim progress report to EXCOM identified schedule slippage in the data collection tasks. The Task Force requested and received EXCOM approval to begin developing management alternatives based on draft Information Handling goals.
Issues and Problems:	None.

GOALS AND PROGRESS REPORT

CIA GOALS PROGRAM

Goal: Work with Operations and Science and Technology
                             Directorates on assessing administrative problems
                             of our employees overseas [   ]   25X1
                             assignments and develop policies to adequately
                             address these problems.

Presenter: N/A

Milestones: Weekly meetings, attended by Support Officers from all
                             of the directorates, are held to provide a forum for
                             surfacing problems and developing solutions and represen-
                             tation is maintained on committees which impact in these
                             areas.

Progress to Date: 1. The Terrorist Threat Assessment Group, disbanded in
                             1978, was re-established.

                             25X1

Issues and Problems: On 16 January 1980, representatives from all the direc-
                             torates were asked to identify administrative differences
                             in the handling and processing of CIA personnel for PCS
                             and TDY overseas assignments. We have begun to develop
                             solutions to those problems. We will begin a study to
                             address a comparison between our procedures and entitle-
                             ments and those of other agencies.

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                                                                                    25X1

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